

**STATEMENT OF  
JOVITA CARRANZA  
December 6, 2006**

**NOMINEE FOR  
DEPUTY ADMINISTRATOR OF THE U.S. SMALL BUSINESS  
ADMINISTRATION**

**BEFORE THE  
COMMITTEE ON SMALL BUSINESS AND ENTREPRENEURSHIP**

Chair Snowe, Ranking Member Kerry, distinguished members of the Committee. It is a privilege and I appreciate the opportunity to come before you for consideration as President Bush's nominee to be Deputy Administrator of the United States Small Business Administration. Thank you for allowing me to make a brief opening statement, and I hope that in reviewing my qualifications for confirmation, you will find that I bring a strong, varied background of relevant experience to this position. Finally, I would like to thank Senator McConnell for his kind introduction and his support.

While I pursued a career with a major corporation, I do have an intimate understanding of those who venture into personal businesses. Susan, Josephine and Carmen-Linda, my three younger sisters all launched their individual American dreams with a flower shop, a travel agency, and a vintage clothing boutique. I helped them with cashiering and managing their finances. Their entrepreneurships each comprise one of the 25 million small businesses in the US. In addition, I bring valuable and pertinent educational background to the position, having studied finance and business in both domestic and international settings and holding a Masters degree in Business Administration.

Because small businesses are one of the largest customer bases for UPS, I am well aware of their needs and, throughout my career, beginning as a part time package handler to V.P. of Airline Operations have developed a keen understanding of the critical role and importance they play in our nation's economy. In my various positions I have helped those small businesses achieve necessary access to customers across the United States and throughout the world. When leading the Latin American, South American, and Caribbean operations, comprised of forty service countries, I frequently met with small businesses—a critical market segment for UPS—to assist them with consultative services comparable to those performed for small businesses in the US. Our cross-functional teams assisted them to minimize trade barriers with issues concerning customs compliance, security, technological solutions, access to capital, and operations efficiency.

For thirty years, as I worked for UPS, a service company with the sole responsibility of service excellence in every business transaction encountered, I learned that our nation's business concepts are similarly practiced in most international markets. During those years, I recognized that aiding and supporting small businesses in their success was vital to UPS's organic growth as well.

I draw a distinct parallel between many corporations (UPS) operations and Small Business Administration's infrastructure, in the number of business facilities, comprising a

network whose employees are dedicated to meeting the service needs of small businesses and the communities they serve. Like large corporations, small businesses expect timely assistance in the delivery of services and distribution of their products. The nation's 25 million small businesses are serviced by both organizations, thus enabling viability and prosperity, driving the nation's economic growth through job creation.

Flourishing small businesses—whether the local hardware store or an SBA success story like Calloway Golf or Outback Steakhouse---demanded robust service portfolios, requiring innovative service, and means of financial support through consultative services.

Throughout my career, in increasingly demanding leadership roles, I led numerous teams devoted to small business growth. I provided comprehensive logistic services, collaborated on strategic value-added solutions, and developed ongoing deep business partnerships, thereby enabling global commerce. To succeed in my roles was not an option but rather a necessity, in achieving or exceeding expectations.

I will bring to the Small Business Administration a goal-oriented management philosophy with a history of successes on two continents. In UPS's Latin American operations I succeeded in achieving the highest customer service levels enjoyed and respected by millions of US businesses. In the course of three decades of having to fulfill time and transit service commitments and stay ahead of the competition, a sense of urgency has become part of my identity.

Consequently, I am enthusiastic about the much-discussed agency direction and focus urged by Senator Snowe, concerning improvements in service quality, contingency disaster planning, program execution, and international trade facilitation. These goals, along with other proposed service-quality initiatives discussed during the invaluable meetings held with committee members and your staffs, have served me well in preparation for pursuing the hoped-for enhancements and reforms. If confirmed, I will look forward to addressing these pressing issues critical to the continued viability of the SBA.

I understand that accomplishing the President's agenda for the SBA requires working along side the Administrator to continue building collaborative, transparent, and effective programs together with supportive relationships with Committee members to support small business. I envision that, if confirmed, to be a successful advocate for small businesses it will not be enough to say I will do my best; rather I'm prepared to do what is necessary to assist small business.

Thank you Chair Snowe, Ranking Member Kerry and Members of the Committee, and I look forward to your questions.